

Action Plan to Improve the Security of UN Peacekeepers

Overview

The third iteration of the Action Plan to Improve the Security of Peacekeepers reflects actions that are carried forward from previous versions of the Action Plans which are already initiated and in various stages of progress at Headquarters and field levels. This Action Plan will remain a living document and all stakeholders will continue to improve, enhance, and ensure expeditious implementation of these measures to address capability, performance and security issues.

Force and Police Generation

Goal: Generate and deploy mission capable and fully verified contingents

Actions

I. MOU/LOA/SUR

- ▶ Carry out comprehensive review of the Statement of Unit Requirements (SUR) development and the revision process to ensure that they are informed by changing operational realities and needs;
- ▶ Prior to finalization of Memorandum of Understanding (MOU)/Letter of Assist (LOA), seek mission agreement on any waiver of capability accepting reduced operational capacity without compromising the overall readiness of the deployed Troop and Police Contributing Countries (T/PCC); and
- ▶ Systematically share MOUs and LOAs with respective missions during their development and upon finalization.

II. Caveats

- ▶ Develop clear, comprehensive and transparent procedures on caveats to guide deployment decisions and ensure compatibility with mission mandates and operating environments;
- ▶ Headquarters to consult mission leadership on T/PCC caveats declared during negotiations; and
- ▶ Missions to report on informal and suspected operational caveats to Headquarters and suggest remedial measures.

III. Verification

- ▶ Develop and implement an enhanced pre-deployment visit policy and guidelines for new and replacing low performing T/PCC contingents; and
- ▶ Systematic Mission participation in pre-deployment visits.

IV. Generation and adjustment of capabilities

- ▶ Engage with Member States to facilitate bilateral/multilateral support to T/PCCs with Contingent Owned Equipment (COE) shortfalls and additional capability requirements (e.g. night vision, counter-improvised explosive devices, protected mobility, etc.);
- ▶ Identify and present to the Headquarters additional options for sourcing solutions for required/missing/additional capabilities;
- ▶ Generate aviation assets with qualified pilots for night operations, including for casualty evacuation (CASEVAC), train in-Mission for night flying; and employ operationally as per DPKO-DFS Aviation Manual, 2018;
- ▶ Address security impact of shortfalls with T/PCCs and missions; and engage with T/PCCs as well as Member States providing equipment and training support on accountability to address COE and self-sustainment shortfalls and timely deployment/replacement; and
- ▶ Mission COE and MOU Management Review Board (CMMRB) identify unused COE for repatriation.

Operational Performance

Goal 1: Improve situational awareness and generate actionable peacekeeping intelligence

Actions

I. Integration

- ▶ Strengthen integrating capabilities at the regional/field office level, including Joint Operations Centre's (JOC) operations coordination, situational awareness, and crisis management functions and the Joint Mission Analysis Centre's (JMAC) analytical role; and
- ▶ Strengthen joint planning, reviewing, assessments on operations and logistic support between components, including resource allocation and budget planning to ensure the security of peacekeepers;

II. Peacekeeping Intelligence-led operations

- ▶ Develop training materials, and sensitize and train staff officers and contingents on peacekeeping intelligence;
- ▶ Operations order/Fragmentary Orders/Patrol Orders are derived after carrying out holistic peacekeeping intelligence processes and supported by a comprehensive peacekeeping intelligence acquisition plan;
- ▶ Deploy qualified military and police intelligence personnel;
- ▶ Systemize analysis and identification of early warning indicators that inform mission security planning and strategies;
- ▶ Generate actionable, tactical, peacekeeping intelligence, emphasizing the need for contingents to carry out peacekeeping intelligence activities;
- ▶ Review the use of Intelligence, Surveillance, Reconnaissance (ISR) capabilities, to ensure that they meet user needs for better situational awareness, real-time threat analysis against peacekeepers and to aid intelligence-led operations; and
- ▶ Integrate peacekeeping intelligence processes into all levels of peacekeeping operations and disseminate analysis as far forward as operationally required.

III. Outreach and Engagement

- ▶ Improve outreach and engagement with communities including through community oriented policing as well as by employing military and police (gender mixed) Engagement Teams; and
- ▶ Increase confidence building and communications measures to sensitise host Government and local communities to optimise their support.

Goal 2: Strengthen performance of uniformed components

Actions

I. Pre-deployment training

- ▶ Ensure that Operational Preparation Guidelines remain consistent with operational requirements.
- ▶ Ensure that the pre-deployment training materials listed in the Operational Readiness Assurance policy are available and provided to TCCs on request.
- ▶ In response to requests for advice from T/PCCs on pre-deployment training, convene a mission specific briefing to outline key issues from inter alia evaluations, inspections, actual performance, after action reviews, board of inquiry, end of assignment reports, special reports, etc.;
- ▶ Facilitate bilateral pre-deployment training support for identified T/PCCs; and
- ▶ Conduct peacekeeping infantry Battalion Commanders Courses.

II. In-Mission training

- ▶ Missions are to develop a joint Standard Operating Procedure (SOP) and organize advanced level refresher and remedial in-mission training, scenario-based exercises, rehearsals and simulations to address identified performance issues and ensure maintenance of key contingent/unit skills as well as cross-component operations;
- ▶ DPO is to support identified T/PCCs and field missions through Mobile Training Teams;
- ▶ Develop an integrated in-mission training programme to strengthen;
- ▶ Missions are to develop an integrated in-mission training programme, which is consistent with DPO-DOS policy, to strengthen;
 - ◆ The civilian, military and police integrated planning and decision-making process; and
 - ◆ The operations planning for uniformed personnel assigned to JOCs and intelligence analysis for uniformed personnel assigned to JMACs.

III. Strengthen performance evaluation of uniformed components

- ▶ Combine COE verification inspection together with testing of operational employment of the equipment and personnel i.e. Operational Readiness Inspections;
- ▶ Review and improve the criteria, methodology, reporting, remediation and follow-up of performance issues of all uniformed personnel;
- ▶ Finalise SOP for Formed Police Unit (FPU) Assessment and Evaluation while implementing the Interim SOP; and
- ▶ Dedicated Mobile Testing and Training Teams deployed train and test the deployed FPUs and their Commanders and Coordinators.

Base Defence and Force Protection

Goal: Have well protected operational bases and strengthen force protection

Actions

- ▶ Conduct a full analysis of the operating environment to ensure that threats to operational bases are mitigated. This would include identifying likely avenues of approach for all threat actors;
- ▶ Develop, implement and regularly rehearse/test defence plans for all operational bases in coordination with all stakeholders, which include a centralised command and control mechanism and integrated prevention and response measures (including reinforcements) against identified threats;
- ▶ Assess the need for and propose initiatives for the coherent use of technology solutions/systems for better force protection;



- ▶ Re-adjust mission footprint/deployments, and analyse and adjust troops/police to task ratio to make them tactically coherent, logistically sustainable, reduce vulnerabilities and free maximum troops for undertaking operations;

- ▶ Provide defence stores and enabling capacity for all at-risk deployment locations; and

- ▶ Provide effective levels of force protection standards for temporary deployments and mobile columns.

Medical/CASEVAC/Duty of Care

Goal 1: Reduce health risks and enhance duty of care

Actions

I. Health risk management

- ▶ Finalise health-risk assessments in all high-risk missions and develop action points on identified gaps in health risk management;

- ▶ Implement healthcare quality and patient safety standards in Level I/1+/II/III facilities; and

- ▶ Develop and implement a policy and SOP on the use of blood and blood products in the field.

II. Duty of Care

- ▶ Mission Support staff conduct regular visits of field offices, including Company Operating Bases and Temporary Operating Bases, to identify and address support issues together with T/PCCs in a timely and proactive manner including basic living conditions.

Goal 2: Save lives of injured peacekeepers

Actions

III. First Aid and CASEVAC

- ▶ Support Missions in developing, exercising and operationalising mission-specific CASEVAC SOPs in accordance with 2018 CASEVAC Policy, together with other relevant guidance (e.g. 2018 DPKO-DFS Aviation Manual, Draft Authority, Command and Control Policy);

- ▶ Review and revise the CASEVAC chain to streamline processes for timely action in line with the 10:1:2 standard principle in the entire Mission area, report about obstacles, and institute risk mitigation measures;

- ▶ Institute CASEVAC training, exercises and tests in all high-risk missions to identify and remediate weaknesses;

- ▶ Generate mobile training teams for in-Mission buddy first aid and CASEVAC alert training; and

- ▶ Include as part of Core Pre-deployment Training, the United Nations Buddy First Aid Course and Field Medic Assistant course.

Political Engagement

Goal: Prevent hostile acts against peacekeepers through dialogue

Actions

- ▶ Address security threats through political engagement at the local, sectoral, national and international levels where possible, based on a sound analysis of their underlying causes.

Accountability

Goal 1: Authority, command and control lines are clearly established and adhered to

Actions:

- ▶ Promulgate revised policy on Authority, Command and Control in Peacekeeping and initiate implementation; and

- ▶ Missions establish mechanisms for integrated planning and informed prioritization of resources with a view to the operationally-driven employment of enabling assets.

Goal 2: Prevent attacks and end impunity for crimes against peacekeepers

Actions

- ▶ Prepare report on impunity and accountability for crimes against peacekeepers to be submitted to the General Assembly;

- ▶ Finalize SOP on the Prevention, Investigation and Prosecution of crimes against United Nations and associated personnel in peacekeeping operations;

- ▶ Request current and former host countries to report on the outcome of investigations and prosecutions in cases of malicious acts that resulted in the death of peacekeepers;

- ▶ Increase Mission's political engagement as well as technical and material support to national justice and law enforcement authorities, for the investigation and prosecution of serious crimes committed against peacekeepers;

- ▶ Engage with T/PCCs to generate political and operational support as well as take ownership to ensure/pursue accountability for crimes against peacekeepers; and

- ▶ Encourage host countries to become parties to the 1994 Convention on Safety of United Nations and Associated Personnel and its Additional Protocol, as well as its domestic ratification.

